

TAB H

10 JAN 1980

MEMORANDUM FOR: Chairman, Executive Career Service Board

FROM : Harry E. Fitzwater  
Director of Personnel  
Policy, Planning, and Management

SUBJECT : Approval of NAPA Project Group Recommendations

REFERENCE : Multi adse memo fr DDCI dtd 5 Nov 79, subj: NAPA  
Project Group Report

On 18 December 1979, the Deputy Director of Central Intelligence approved the following recommendation made in Tab H of the referenced report.

Retain the E Career Service but with more professional  
E Career positions being staffed by officers on  
rotational assignment.

Harry E. Fitzwater

Harry E. Fitzwater

cc: AO/DCI  
Secretary, EXCOM

Distribution:

Orig - Adse

2 - D/Pers PP&M

1 - Policy Staff

OPPP&M/P&C/PS/[REDACTED] :cmc (4 Jan 80)

STATINTL

TAB A

10 JAN 1980

MEMORANDUM FOR: General Counsel

FROM : Harry E. Fitzwater  
Director of Personnel  
Policy, Planning, and Management

SUBJECT : Approval of NAPA Project Group Recommendations

REFERENCE : Multi adse memo fr DDCI dtd 5 Nov 79, subj: NAPA  
Project Group Report

On 18 December 1979, the Deputy Director of Central Intelligence approved the following modifications suggested by the Executive Committee to Recommendations A and C made in Tab A of the referenced report. Recommendation B was disapproved.

Recommendation A. Modified to drop the three month deadline. Approved recommendation is now as follows:

Charge the General Counsel to complete the Guide to Law of Central Intelligence and to maintain the Guide as current as possible.

Recommendation B. Disapproved Recommendation B, that senior managers periodically be required to read the Guide.

Recommendation C. Modified to broaden its scope to include all special DCI authorities contained in Section 8 of the CIA Act and its completion date to 1 February 1980. Approved recommendation is now as follows:

Charge the General Counsel with developing a statement, in the style and detail associated with a law review article, that cites the significant boundaries of the special DCI authorities contained in Section 8 of the CIA Act. This statement should be completed by 1 February 1980. The statement is not in lieu of the Guide; its purpose is to provide a single, uniform interpretation of the boundaries of the DCI's authorities, avoiding the problem of differing conclusions drawn by laymen readers.

Harry E. Fitzwater

Harry E. Fitzwater

Distribution:

Orig - Adse

2 - D/Pers PP&M

1 - Policy Staff

OPPP&M/P&C/PS/[REDACTED]a:cmc (4 Jan 80)

STATINTL

5 NOV 1979

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for National Foreign Assessment  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Director, Equal Employment Opportunity  
Comptroller  
General Counsel  
Legislative Counsel  
Inspector General

FROM: Deputy Director of Central Intelligence

SUBJECT: NAPA Project Group Report

1. In accordance with the decision reached at the Executive Committee Meeting on 5 June 1979, the Director of Personnel was charged with forming a task group to study the NAPA Team's recommendations. This task group, with representation from each of the four Directorates, was established on 27 June 1979. The group has now completed its deliberations and the Director of Personnel has forwarded to me the final report for decisions on its findings. The task group's report, containing 27 issue papers with recommendations, is attached.

2. It is requested that you review the report and its recommendations and submit any comments you may have to the Director of Personnel by 15 November 1979. I intend to schedule the major issues for consideration by the Executive Committee as soon as practicable after receipt of your comments.

/s/ Frank C. Carlucci

Frank C. Carlucci

Attachment

## Distribution:

Approved For Release 2001/11/08 : CIA-RDP89-01114R000300030009-2  
Orig - Return to D/Pers (File) Originator: <sup>He E. Fitzwater</sup> ~~Director of Personnel~~

- 1 - Each Addressee
- 1 - DCI
- 1 - DDCI
- 1 - ER
- 1 - SA/DDCI (Puritano)
- 1 - SA/DDCI (Tuohey)
- 1 - Executive Secretary
- 1 - Secretary/EXCOM
- 1 - D/Pers Chrono (w/held)
- 1 - NAPA Project Group
- 1 - DD/Pers/P&C
- 1 - D/Pers Subject

D/Pers/HEFitzwater:rj (5 November 79)

3. I recognize that the Performance Appraisal Report system does not require an Advance Work Plan until the next evaluation cycle, however, I would appreciate having Advance Work Plans developed now for at least the senior personnel officers in your components. Please advise me by 1 February 1980 if you can accommodate the above request so I can assure the DDCI that this program has begun.

Harry E. Fitzwater

cc: AO/DCI  
Secretary, EXCOM

Distribution:

Orig - DDA  
1 - Each other adse  
2 - D/Pers PPP&M  
1 - Policy Staff

OPPP&M/P&C/PS/[REDACTED] cmc (4 Jan 80)

STATINTL

7 HB 2

OP 80 0155

10 JAN 1980

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for National Foreign Assessment  
Deputy Director for Operations  
Deputy Director for Science and Technology

FROM : Harry E. Fitzwater  
Director of Personnel  
Policy, Planning, and Management

SUBJECT : Approval of NAPA Project Group Recommendations

REFERENCE : Multi adse memo fr DDCI dtd 5 Nov 79, subj: NAPA  
Project Group Report

1. On 18 December 1979, the Deputy Director of Central Intelligence approved the following recommendation made in Tab E of the referenced report.

Have the component manager clearly define in the Advance Work Plan, the role expected from the Component Personnel Officer giving particular emphasis both to the working relationship desired between the Personnel Officer, the Career Management Officer and the line supervisor and to the four functions common to personnel specialists identified in the conclusions section of this paper.

2. The four functions common to personnel specialists identified in the conclusions section of Tab E are:

- advising component management on the interpretation and implementation of Agency personnel regulations, policies and procedures;
- exercising initial control functions;
- managing the technical aspects of personnel administration; and
- serving as key advisor or member of personnel management committees, promotion, assignment and career panels, etc., but the degree of involvement in these functions is at the discretion of component management.



3. I recognize that the Performance Appraisal Report system does not require an Advance Work Plan until the next evaluation cycle, however, I would appreciate having Advance Work Plans developed now for at least the senior personnel officers in your components. Please advise me by 1 February 1980 if you can accommodate the above request so I can assure the DDCI that this program has begun.

/S/  
Harry E. Fitzwater

cc: AO/DCI  
Secretary, EXCOM

Distribution:

Orig - DDA  
1 - Each other adse  
2 - D/Pers PPP&M  
1 - Policy Staff

OPPP&M/P&C/PS/[REDACTED] :cmc (4 Jan 80)

STATINTL

STATINTL

Approved For Release 2001/11/08 : CIA-RDP89-01114R000300030009-2

Approved For Release 2001/11/08 : CIA-RDP89-01114R000300030009-2

DCI NOTES - D R A F T

20 December 1979  
(Revised 26 December 1979)

NAPA RECOMMENDATIONS

It has been some time since my last report on the status of the recommendations made by consultants from the National Academy of Public Administration (NAPA), who had conducted an extensive review of the Agency's personnel management system.

You will recall that in their report, delivered to me in March 1979, the NAPA Team concluded that the CIA's personnel system is basically sound but there were some areas where "fine tuning" might result in improvements. Following review of the report by the Executive Committee and the Director of Personnel, a Project Group consisting of representatives of the Career Services was assigned in July, full-time, to analyze the findings of the NAPA Team and recommend implementing proposals. The Project Group completed its work in November. Since that time, the Deputy Director and I have had a series of meetings with the Executive Committee to consider the Project Group's proposals. Let me assure you that decisions made at these meetings were arrived at with great care to be sure the changes made were in the interest of employees and would result in improvements in the Agency's personnel management system.

Some of the major topics covered were the following:

(1) Personnel Evaluation System

An intensive review was made of the existing Career Services' boards and panels. Agreement was reached on basic principles which will govern the operation of these boards and panels. The principles are:

all CIA employees below the grade SIS-4 will be evaluated for career development, promotion, and value to Service by a personnel panel system; depending upon the composition and needs of the Career Service, the panel in a given Career Service may function on a Career Service-wide or on a competitive Subgroup basis; and uniform precepts will be prescribed for use Agency-wide on each category of panel system (Career Service-wide or competitive Subgroup). Changes in the form and composition of panels were approved which should result in a greater degree of uniformity throughout the Agency. On panel deliberations, I agreed to restore to Career Service Heads the right to make exceptions for promotions for each grade up to GS-14. Exceptions from panel recommendations for promotion to GS-15 and above will be referred to me or the Deputy Director for resolution. All exceptions to panel recommendations will be reported to the Director of Personnel who will submit a report to the Deputy Director and me annually.

(2) Vacancy Notices

A serious effort will be made to issue vacancy notices on an Agency-wide basis and to make vacancy notices mandatory for certain categories of positions. The Director of Personnel will undertake a study of common skills across the Agency which lend themselves readily to such a system. New procedures to expedite the distribution of all vacancy notices will be developed. In addition, the response period to vacancy notices will be reduced from three weeks to two and employees selected for new assignments as a result of vacancy notice selection will be released by their present offices within three weeks.

(3) Agency Regulations

The NAPA Team noted that current personnel regulations do not follow the same format and policy issues are not always clearly identified or included in the implementing text. The Director of Personnel has been directed to review all of the personnel regulations and, where necessary, revise them in format and clearly indicate the basic Agency policy on the subject of the regulations. All future regulations implementing new policies will follow this format.

(4) Personnel Management Advisory Board

A Board has been established consisting of senior representatives from each of the Career Services with the Director of Personnel as Chairman. This Board will review and discuss personnel management issues, solutions to problems, and any other matter referred to them that relates to the Agency's personnel management systems and policy. My hope is that the Board will concentrate on areas where more uniformity in significant personnel management practices can be achieved throughout the Agency.

(5) Personnel Management Handbook

The Office of Personnel will develop a handbook that will be used uniformly throughout the Agency. This handbook will detail the Agency's personnel management system and the policies that govern the system in such a way as to make possible a better understanding by employees of those policies of vital concern to them. Each Career Service will have the opportunity to attach to the central handbook internal policies unique to a particular Career Service.

(6) Rotation

The Executive Committee, the Deputy Director and I have discussed at length the importance of rotation in developing the Agency's future managers and senior officers. The Senior Executive Development Program now being formulated will provide for periodic rotational assignments during the career of those selected for management development. A draft notice on this program will be available shortly.

(7) Senior Intelligence Service

Effective 1 October 1979, the CIA established a Senior Intelligence Service (SIS). Patterned after the Senior Executive Service established for Federal agencies under the Civil Service Reform Act of 1978, the SIS was set up under existing CIA statutory authority. All eligible CIA officers (supergrade, scientific pay scale, and executive pay scale levels 4 and 5) were invited to join.

The SIS System is intended to improve the effectiveness of our senior managers by recognizing and rewarding performance with stipends and awards. The key elements of the system are:

- ° written advance work plans;
- ° formal evaluations of the extent to which agreed upon work objectives were accomplished; and,
- ° the awarding of stipends and awards based upon the performance evaluations.

Another provision of the Civil Service Reform Act deals with Merit Pay for supervisors in the GS-13 to GS-15 grade range, providing for incentive increases to deserving officers in lieu of yearly pay adjustments

and in-grade increases based primarily on time-in-grade. Merit Pay goes into effect not later than 1 October 1981 in Federal agencies covered by the Act. CIA is studying the concept and will monitor the experience of some of those agencies which must implement it. Some time in the future we will decide if Merit Pay makes sense for CIA.

(8) Office of Personnel

During the course of recent Executive Committee meetings the question was raised concerning the Office of Personnel, its mission, and its location in the Agency's structure. I asked the members of the Executive Committee to submit their views, pros and cons, of transferring, in whole or in part, the Office of Personnel from its current placement in the Administration Directorate to the Office of the Director. After receiving some very thoughtful papers from the Executive Committee members, the Deputy Director and I concluded that it would better serve employees and the Agency to transfer the Office of Personnel to the Office of the Director as an Independent Office. You should not view this transfer as a cosmetic one. Rather, the change communicates what I have expressed almost from the beginning of my tenure as Director--my deep interest in the Agency's personnel management policy. From the beginning I have maintained that the care of our employees, their development and advancement, and the needs of the Agency, today and tomorrow, dictated that we have the best possible personnel management system. I am heartened by the significant progress we have made especially this past year in achieving that objective, but I believe more can and should be done. It is with this objective in mind that the relocation of the Office of Personnel has been made, and I truly

believe that that Office will be better able to serve the needs of employees and the Agency as a result.



*below the grade GS-4*  
all CIA employees will be evaluated for career development, promotion, and value to Service by a personnel panel system; depending upon the composition and needs of the Career Service, the panel in a given Career Service may function on a Career Service-wide or on a competitive Subgroup basis; and uniform precepts will be prescribed for use Agency-wide on each category of panel system (Career Service-wide or competitive Subgroup). Changes in the form and composition of panels were approved which should result in a greater degree of uniformity throughout the Agency. On panel deliberations, I agreed to restore to Career Service Heads the right to make exceptions for promotions for each grade up to GS-14. Exceptions from panel recommendations for promotion to GS-15 and above will be referred to me or the Deputy Director for resolution. All exceptions to panel recommendations will be reported to the Director of Personnel who will submit a report to the Deputy Director and me annually.

(2) Vacancy Notices

A serious effort will be made to issue vacancy notices on an Agency-wide basis and to make vacancy notices mandatory for certain categories of positions. The Director of Personnel will undertake a study of the <sup>common</sup> extent ~~skills across the agency which lend themselves readily to such a system.~~ ~~to which these activities can be achieved within existing resources.~~ New procedures to expedite the distribution of all vacancy notices will be developed. In addition, the response period to vacancy notices will be reduced from three weeks to two and employees selected for new assignments as a result of vacancy notice selection will be released by their present offices within three weeks.

(3) Agency Regulations

~~is clearly identified.~~

(4) Personnel Management Advisory Board

A Board has been established consisting of senior representatives from each of the Career Services with the Director of Personnel as Chairman. This Board will review and discuss personnel management issues, solutions to problems, and any other matter referred to them that relates to the Agency's personnel management systems and policy. My hope is that the Board will concentrate on areas where more uniformity in significant personnel management practices can be achieved throughout the Agency.

(5) Personnel Management Handbook

The Office of Personnel will develop a handbook that will be used uniformly throughout the Agency. This handbook will detail the Agency's personnel management system and the policies that govern the system in such a way as to make possible a better understanding by employees of those policies of vital concern to them. Each Career Service will have the opportunity to attach to the central handbook internal policies unique to a particular Career Service.

(6) Rotation

The Executive Committee, the Deputy Director and I have discussed ILLEGIB

(7) Senior Intelligence Service

Effective 1 October 1979, the CIA established a Senior Intelligence Service (SIS). Patterned after the Senior Executive Service established for Federal agencies under the Civil Service Reform Act of 1978, the SIS was set up under existing CIA statutory authority. All eligible CIA officers (supergrade, scientific pay scale, and executive pay scale levels 4 and 5) were invited to join.

The SIS System is intended to improve the effectiveness of our senior managers by recognizing and rewarding performance with stipends and awards. The key elements of the system are:

- ° written advance work plans;
- ° formal evaluations of the extent to which  
agreed upon work objectives were accomplished; and,
- ° the awarding of stipends and awards based upon the  
performance evaluations.

Another provision of the Civil Service Reform Act deals with Merit Pay for supervisors in the GS-13 to GS-15 grade range, providing for incentive increases to deserving officers in lieu of yearly pay adjustments and in-grade increases based primarily on time-in-grade. Merit Pay goes into effect not later than 1 October 1981 in Federal agencies covered by the Act. CIA is studying the concept and will monitor the experience of some of those agencies which must implement it. Some time in the future we will decide if Merit Pay makes sense for CIA.

(8) Office of Personnel

During the course of recent Executive Committee meetings the question was raised concerning the Office of Personnel, its mission, and its location in the Agency's structure. I asked the members of the Executive Committee to submit their views, pros and cons, of transferring, in whole or in part, the Office of Personnel from its current placement in the Administration Directorate to the Office of the Director. After receiving some very thoughtful papers from the Executive Committee members, the Deputy Director and I concluded that it would better serve employees and the Agency to transfer the Office of Personnel to the Office of the Director as an Independent Office. You should not view this transfer as a cosmetic one. Rather, the change communicates what I have expressed almost from the beginning of my tenure as Director--my deep interest in the Agency's personnel management policy. From the beginning I have maintained that the care of our employees, their development and advancement, and the needs of the Agency, today and tomorrow, dictated that we have the best possible personnel management system. I am heartened by the significant progress we have made especially this past year in achieving that objective, but I believe more can and should be done. It is with this objective in mind that the relocation of the Office of Personnel has been made, and I truly believe that that Office will be better able to serve the needs of employees and the Agency as a result.